After the Scan:
West Valley Human Services Alliance Summit Report

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Developed by

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After the Scan:
West Valley Human Services Alliance Summit Report

Overview

The West Valley Human Services Alliance provides human services planning for the West Valley and includes a broad array of representatives including elected officials, grass roots citizenry, the business community, faith-based organizations, non-profit agencies, and local, county, and state agencies. The Alliance was formed in April of 2005 in response to the vision for West Valley life quality development outlined in the West Valley Scan – publicly unveiled in March of 2005 at a regional summit on Arizona State University's West campus. The Scan was championed by the Valley of the Sun United Way – which directed a process for coalescing the vision of more than 400 individuals representing more than 150 organizations. A series of 19 Community Impact forums were designed to bring focus to the question:

"What can the community focus on to most impact the quality of life in the West Valley?"

During the Summit, five thematic issues and opportunities were unveiled as the primary building blocks for West Valley life quality initiatives:

- Communication & Collaboration
- Health, Wellness, & Safety
- Education
- Transportation
- Community Planning & Development

These initiatives are fully explained in the report: *Gathering the Voices of the Community: Mobilizing the West Valley and Improving Lives,* authored by ASU West's Partnership for Community Development and available on the Valley of the Sun United Way website at www.vsuw.org.

After the Summit, three groups operating independently on life quality initiatives within the West Valley sought to join forces, and bring focus to the five initiatives identified in the scan. These groups were: The West Valley Human Services Stakeholders (sponsored by the Maricopa Association of Governments), The Council on Community Initiatives (sponsored by the Arizona Department of Economic Security), and the West Valley Coordinating Council on Domestic Violence. The newly formed Alliance created Sub-Committees to develop an action plan around each of the five life quality initiatives embedded in the Scan.

To guide Alliance activities, a Steering Committee was formed – comprised of the two co-chairs of the Alliance (Councilmember Betty Lynch of Avondale and Paige Garret of Quality of Life Community Services, Inc.), two co-chairs from each Alliance Sub-Committee, and representatives from the Valley of the Sun United Way, Arizona Department of Economic Security and ASU's Partnership for Community Development. The Steering Committee met monthly to provide oversight of the action planning process, and the Sub-Committees met at

least monthly to develop areas of priority change, identify barriers, develop action plans, and identify needed partners and resources.   On a quarterly basis (since April of 2005), all Alliance members have gathered to maximize information transfer, and to synchronize efforts among all of the Sub-Committees. All meetings have been hosted at the Avondale City Hall.
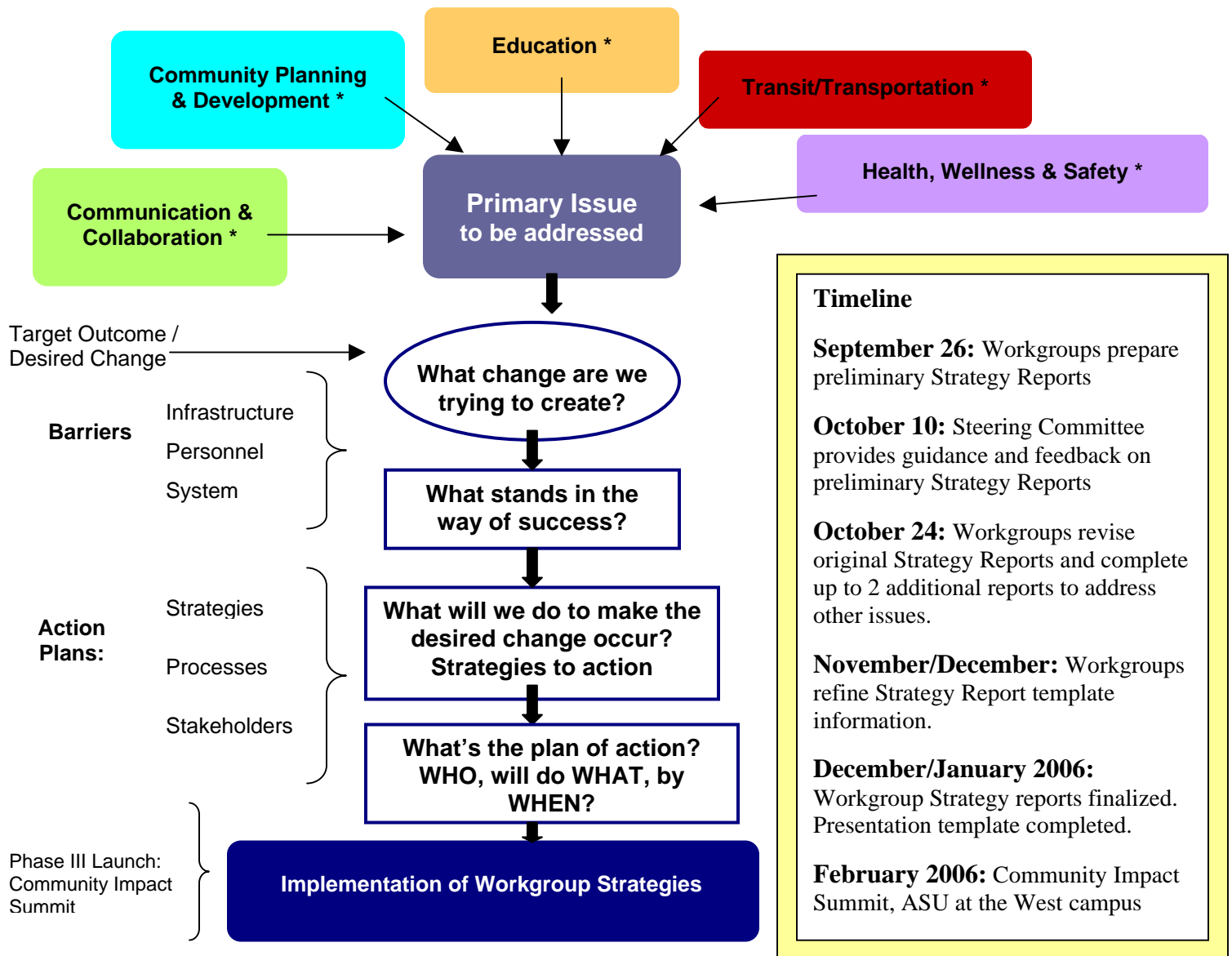
Activities of the Alliance were guided by the Community Planning Model shown in Figure 1. As the model depicts, each of the five Sub-Committees sought to answer four basic questions pertaining to their thematic area:

1. What change are we trying to create?
2. What stands in the way of success?
3. What will we do to make the desired change occur?
4. What is the plan of action?

Each Sub-Committee was asked to identify specific strategies for the desired changes they identified, and to specifically articulate who should do what, by when, and what kind of resources are needed to create the desired change.   A Strategy Report Template was developed to guide the thought processes and consolidate the ideas generated by each Sub-Committee. It was provided to the Sub-Committees on September 26, 2005, and the Sub-Committees were asked to adhere to the timeline shown in Figure 1 to consolidate their ideas. All Templates were completed in January of 2006. The number of desired change areas identified by each Sub-Committee varied, ranging from one to three per Sub-Committee. Across all Sub-Committees, 13 areas of desired change were identified. Thus, a total of 13 Strategy Report Templates were constructed. These Templates are embedded within this report. The minutes of the West Valley Human Services Alliance meetings are provided in Appendix A. In addition, an Executive Summary of this full report is included in Appendix B.

Many committed individuals participated as volunteers and contributed immeasurable hours of time to produce these plans of action. The fruits of their labor will continue long after this Summit. The Alliance will shepherd a process for implementing these proposals identified as crucial for the development of West Valley life quality. The citizens of the West Valley will be the ultimate beneficiaries.

Figure 1. West Valley Human Services Alliance Community Planning Model

Education *

Community Planning & Development *

Transit/Transportation *

Communication & Collaboration *

Health, Wellness & Safety *

Primary Issue to be addressed

Target Outcome / Desired Change

What change are we trying to create?

Barriers
Infrastructure
Personnel
System

What stands in the way of success?

Action Plans:
Strategies
Processes
Stakeholders

What will we do to make the desired change occur? Strategies to action

What's the plan of action? WHO, will do WHAT, by WHEN?

Phase III Launch: Community Impact Summit

Implementation of Workgroup Strategies

Timeline

September 26: Workgroups prepare preliminary Strategy Reports

October 10: Steering Committee provides guidance and feedback on preliminary Strategy Reports

October 24: Workgroups revise original Strategy Reports and complete up to 2 additional reports to address other issues.

November/December: Workgroups refine Strategy Report template information.

December/January 2006: Workgroup Strategy reports finalized. Presentation template completed.

February 2006: Community Impact Summit, ASU at the West campus

Extracted and modified from Gathering the Voices of the Community: Mobilizing the West Valley and Improving Lives, by John E. Burk and Richard C. Knopf. (p. 7) (Reproduced on the Valley of the Sun United Way website - www.vsuw.org).

Communication & Collaboration

Primary Issue 1: AZ 211 System

Overview:
- Promote safe communities in the West Valley.
- Increase awareness of existing services and encourage active engagement in the community.
- No one agency or individual knows of all the resources available, funding, identification of lead organization.
- Initiate a coordinated media campaign to inform West Valley residents of the Governor's Office AZ 211 system and other resources currently available.
- Partner with the Governor's Office, solicit sponsorships from local businesses (grocery stores, movie theaters, shopping centers to strategically locate ads), hire a public relations consultant to design a bilingual media campaign utilizing PSAs, radio, and other high usage media

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Increase awareness of existing local services and encourage active engagement in the community.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	▪ Establish a partnership for outreach with the Governor's Office within one month of implementation. ▪ Secure at least three corporate sponsors within six months of implementation. ▪ Secure funding for a part-time PR consultant to design targeted outreach campaign. ▪ Air PSAs and radio spots on at least three media outlets within one year of implementation. ▪ Establish advertising in at least one local grocery store chain and one movie theater chain within one year of implementation.
➢ Be realistic: *Choose the <u>fewest</u> strategies that will produce the <u>biggest</u> result with a <u>manageable</u> effort at the <u>least</u> cost.*	Establish a partnership for outreach with the Governor's Office within one month of implementation.

➢ What underlying conditions stand in the way?	▪ Need to ensure that AZ 211 is kept up to date with information on currently available services. ▪ Need to communicate clearly and concisely what AZ 211 can be used for. ▪ Advertising in high traffic media is expensive.
➢ What keeps the target change from being true already?	Rapid growth in West Valley communities and new services moving in. Difficult to keep pace with rapid rate of change.
➢ What stands in the way of success?	No one agency or individual knows of all the resources available, funding, identification of lead organization.

➢ What about the community prevents this change from being made?	See above.
➢ How do we get to our IDEAL?	Coordinate our campaign with the Governor's Office to avoid duplication.
➢ How do we mobilize resources?	Establish partnerships with Governor's Office and corporate sponsors.
➢ How do we reconfigure organizations and/or services to reach our intended change?	Work with existing West Valley agencies to ensure their information is included and correct in the AZ 211 system.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	Partner with the Governor's Office.
➢ What will we do to overcome these barriers?	Utilize partnerships.
➢ What strategies will we use to make the change occur?	Identify how we can complement the Governor's plan of implementation and coordinate our efforts accordingly.
➢ Who else has a vested interest, needs to be involved, needs to know?	Governor's Office, West Valley service providers, West Valley businesses, West Valley residents.
➢ What information, tools, data is needed to make the change occur? ○ What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	Need to determine what outreach plans may already exist for AZ 211.
➢ When will the change be implemented, completed, and noticeable?	Implemented by June 2006. Completed by December 2007.
➢ Where will the activity, meeting, change take place?	Will depend on locations determined by the Governor's plan.
➢ How will we make the desired change?	Contact the Governor's Office.

Accountability Matrix:

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 1			
Resources needed: financial, in-kind, staffing, materials, etc.			
Strategy 1	Establish partnership with Governor's Office.	To be determined	June, 2006
Strategy 2	Public campaign	Committee members	December, 2007

Communication & Collaboration

Primary Issue 2: Support of New Life Center (Domestic Violence Shelter)

Overview: To collaborate/support the New Life Center in the building of 40 new beds; Collaboration to assist and increase size of facility.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Increase number of beds by 40 to help relieve the shortage and care for more domestic violence victims and their children.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	▪ Make more beds available to domestic violence victims. ▪ Council Member of Avondale on Campaign Cabinet to lend name and support. ▪ Already planned by Cabinet and Board of New Life Center ▪ Begin January, 2006
➢ Be realistic: *Choose the fewest strategies that will produce the biggest result with a manageable effort at the least cost.*	There is little cost, if any to the fundraising planned; there is no cost to WVHSA to collaborate and assist.

➢ What underlying conditions stand in the way?	If the funds are not raised due to other commitments by usual funders (i.e. Katrina)
➢ What keeps the target change from being true already?	It was not planned before now.
➢ What stands in the way of success?	Fundraising possibly.
➢ What about the community prevents this change from being made?	Nothing unless Katrina efforts impact the fundraising.
➢ How do we get to our IDEAL?	Collaborate
➢ How do we mobilize resources?	They have the resources planned.
➢ How do we reconfigure organizations and/or services to reach our intended change?	They may have to ask for some grants to sustain the goal.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	They will make it happen and we are behind them.
➢ What will we do to overcome these barriers?	We don't see it as a barrier.
➢ What strategies will we use to make the change occur?	Lend prominent names from our committee. Ask VSUW to provide additional funding.
➢ Who else has a vested interest, needs to be involved, needs to know?	All of the cities and their residents.

➤ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	We are just the collaborator. They have the functions in place.
➤ When will the change be implemented, completed, and noticeable?	Fundraiser begins January, 2006.
➤ Where will the activity, meeting, change take place?	In the West Valley cities.
➤ How will we make the desired change?	We will lend our name and the officials from our Committee as supporters. Some could make contributions.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 2	Steering Committee	Steering Committee Members	During 2006
Resources needed: financial, in-kind, staffing, materials, etc.	In Kind Name recognition	Possible publicity support	ongoing

Communication & Collaboration

Primary Issue 3: Workforce Housing

Overview: The primary issue to be addressed is the increase of workforce housing available to families of four with household incomes between $20,000 to $42,000 a year. A number of barriers exist including market forces that drive up housing prices, the high expense of home construction and lack of community support and political will. We will work with the Regional Workforce Housing Task Force to make more workforce housing available. This will include an effort to engage developers to take on part of the responsibility. The plan of action is to work with the task force to increase the number of units of rental and owner occupied housing available in the MAG Region by fifteen percent.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Increase of workforce housing available to families of four with household incomes between $20,000 to $42,000 per year.
➢ State the change as: ○ *We intend to be successful in achieving the following outcomes* (list them):	We intend to be successful in achieving the following outcomes: • Partner with the Regional Workforce Task Force (ongoing). • Approach cities and towns in the West Valley to make commitments to increase the supply of workforce housing (Summer 2006). • Research zoning and policy barriers that inhibit the growth of workforce housing and seek to resolve these issues (Spring 2007). • Increase the supply of workforce housing by fifteen percent (Fall 2008).

➢ What underlying conditions stand in the way?	A number of barriers exist including market forces that drive up housing prices, the high expense of home construction, and lack of community support and political will.
➢ What keeps the target change from being true already?	A number of barriers exist including market forces that drive up housing prices, the high expense of home construction, and lack of community support and political will.
➢ What stands in the way of success?	A number of barriers exist including market forces that drive up housing prices, the high expense of home construction, and lack of community support and political will.
➢ What about the community prevents this change from being made?	A number of barriers exist including market forces that drive up housing prices, the high expense of home construction, and lack of community support and political will.
➢ How do we get to our IDEAL?	By building community support, political will and

	funding to support the creation of workforce housing. Also by partnering with home builders.
➢ How do we mobilize resources?	By engaging the community and key stakeholders,
➢ How do we reconfigure organizations and/or services to reach our intended change?	To eliminate barriers to workforce housing and promoting constructive elements.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	• Partner with the Regional Workforce Task Force (ongoing). • Approach cities and towns in the West Valley to make commitments to increase the supply of workforce housing (Summer 2006). • Research zoning and policy barriers that inhibit the growth of workforce housing and seek to resolve these issues (Spring 2007). • Increase the supply of workforce housing by fifteen percent (Fall 2008).
➢ What will we do to overcome these barriers?	By working toward the goals described above.
➢ What strategies will we use to make the change occur?	By engaging the community and key stakeholders.
➢ Who else has a vested interest, needs to be involved, needs to know?	Homeless advocates, service providers, neighborhood associations, housing providers in targeted areas such as those with low rates of homeownership, businesses, economic developers and state agencies.
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	We have a considerable amount of data on hand that demonstrates the need for increased supplies of workforce housing. The cost for providing the housing itself will be dependent on factors such as the cost of land, construction and market rates.
➢ When will the change be implemented, completed, and noticeable?	Hopefully by Fall 2008 we will be successful in engaging the municipalities and developers in increasing the supply of workforce housing by fifteen percent.
➢ Where will the activity, meeting, change take place?	Throughout the West Valley municipalities.
➢ How will we make the desired change?	By following through on the aforementioned goals.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 3			
Resources needed: financial, in-kind, staffing, materials, etc.			
Strategy 1	Partner with the Regional Workforce Task Force.	HWS	Ongoing
Strategy 2	Approach cities and towns in the West Valley to make commitments to increase the supply of workforce housing.	HWS	Summer 2006
Strategy 3	Research zoning and policy barriers that inhibit the growth of workforce housing and seek to resolve these issues.	HWS	Spring 2007
	Increase the supply of workforce housing by fifteen percent.	HWS	Fall 2008

Health, Wellness and Safety

Primary Issue 1: Caregiver Training (Caregivers are individuals who provide childcare, parenting or respite care for all ages.)

Overview:
-Lack of training for caregivers in the West Valley.
-Provide coordinated training for parents and caregivers of all ages, including elderly people, through respite care.
-Barriers: limited funding, fragmented service delivery, distance, lack of knowledge.
-Develop and implement the West Valley Caregiver Training Council.
-Identify current trainings, resources and stakeholders; convene stakeholders, develop curriculum in variety of print and video media, secure resources, implement training.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Increase the number and quality of training and resources available to caregivers.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	Coordinate training and provide a centralized resource forum by engaging 50% of the agencies to serve on the council and train 100 people within one year of implementation.

➢ What underlying conditions stand in the way?	Distance, time available to do the training, awareness of resources, staff turn over.
➢ How do we get to our IDEAL?	Implement the council and training.
➢ How do we mobilize resources?	Engaging stakeholders, securing funding.
➢ How do we reconfigure organizations and/or services to reach our intended change?	Shared staffing, co-location of services, increase awareness, joint grant proposals, and streamline efforts.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	Identify stakeholders, resources and trainings currently available, develop curriculum.
➢ What will we do to overcome these barriers?	Engage stakeholders and coordinate efforts.
➢ What strategies will we use to make the change occur?	Engagement and coordination.
➢ Who else has a vested interest, needs to be involved, needs to know?	Municipalities, AZ Dept of Health, DES, DES DDD, DES Child Care Administration, United Cerebral

	Palsy, Youth Etc, APECA, community colleges, Maricopa Skills Center, hospitals, Association for Elder Care, Area Agency on Aging, Maricopa County Department of Health, CPS and non-profits providing training that will serve on the council.
➤ What information, tools, data is needed to make the change occur? 　○ What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	-Need to know what resources/trainings are available -.25 FTE with benefits = $20,000 -printing and supplies =$15,000 -website setup & maintenance $1,000 = $36,000
➤ When will the change be implemented, completed, and noticeable?	August 2007 to be completely implemented.
➤ Where will the activity, meeting, change take place?	West Valley – sites to be determined by council.
➤ How will we make the desired change?	Engagement and coordination.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 1			
Resources needed: financial, in-kind, staffing, materials, etc.	Funding, staffing, supplies, coordination		
Strategy 1	Assess stakeholders, trainings and resources	.25 FTE and HWS Sub-committee	December 2006
Strategy 2	Convene and develop curriculum	Staff and council	April 2007
Strategy 3	Implement	Staff and council	August 2007

Health, Wellness and Safety

Primary issue 2: Child Witnesses of Domestic Violence

Overview: The primary issue is the lack of infrastructure for children who have witnessed domestic violence to receive services in the West Valley. We are trying to identify the services that do exist in the West Valley and elsewhere, and to increase the capacity to offer services both formally and informally. Lack of funding, coordination and communication are barriers. We will create a resource list, gaps analysis and flow chart showing both the current and ideal capacity for children's domestic violence services. This will result in specific recommendations to help increase capacity for services.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	We are trying to identify the services that do exist in the West Valley and elsewhere, and to increase the capacity to offer services both formally and informally. We will create a resource list, gaps analysis and flow chart showing both the current and ideal capacity for children's domestic violence services. This will result in specific recommendations to help increase capacity for services.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	We intend to be successful in achieving the following outcomes: • Create a resource list of current resources by March 2006. • Create a gaps analysis showing unmet need by April 2006. • Create a flow chart showing both the current and ideal capacity for children's domestic violence services by May 2006. • Develop specific recommendations to help increase capacity for services by June 2006.

➢ What underlying conditions stand in the way?	Lack of coordination and communication are barriers. Lack of funding is an implementation barrier.
➢ What keeps the target change from being true already?	Lack of coordination and communication are barriers. Lack of funding is an implementation barrier.
➢ What stands in the way of success?	Lack of coordination and communication are barriers. Lack of funding is an implementation barrier.
➢ What about the community prevents this change from being made?	Lack of coordination and communication are barriers. Lack of funding is an implementation barrier.

➢ How do we get to our IDEAL?	By raising funds, coordinating services, and improving communication.
➢ How do we mobilize resources?	Engage both formal and informal networks.
➢ How do we reconfigure organizations and/or services to reach our intended change?	Coordinate services by working with non-traditional stakeholders.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	• Create a resource list of current resources by March 2006. • Create a gaps analysis showing unmet need by April 2006. • Create a flow chart showing both the current and ideal capacity for children's domestic violence services by May 2006. • Develop specific recommendations to help increase capacity for services by June 2006.
➢ What will we do to overcome these barriers?	Follow through on the previous steps.
➢ What strategies will we use to make the change occur?	Engage stakeholders broadly and think creatively.
➢ Who else has a vested interest, needs to be involved, needs to know?	Child Protective Services and the schools.
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	Information is needed about the resources and gaps. The cost will be minimal as agencies can co-locate and coordinate activities.
➢ When will the change be implemented, completed, and noticeable?	The information will be gathered by June 2006.
➢ Where will the activity, meeting, change take place?	The activity will take place within the Alliance and by email.
➢ How will we make the desired change?	By following through on goals.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 2			
Resources needed: financial, in-kind, staffing, materials, etc.	Information about gaps and resources	HWS	June 2006
Strategy 1	Create a resource list of current resources	HWS	March 2006
Strategy 2	Create a gaps analysis showing unmet need	HWS	April 2006
Strategy 3	Create a flow chart showing both the current and ideal capacity for children's domestic violence services	HWS	May 2006
Strategy 4	Develop specific recommendations to help increase capacity for services	HWS	June 2006

Health, Wellness and Safety

Primary Issue 3: Mobile Health Care

Overview: Currently there is not enough access to physicians to accommodate the needs of the West Valley population. Due to transportation and language barriers, people in the community are not able to get timely, needed services. Expanding current mobile health units will provide an avenue for West Valley residents to access affordable health care without having to worry about how to get there.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Our goal is to improve access to health care services by creating a way for health care services to go to the community, increasing mobile health services.
o State the change as: ▪ *We intend to be successful in achieving the following outcomes* (list them):	We can look at the 8 communities currently served by Clinica Adelante's Rural Health Team and the 2 locations served by Mission of Mercy. By adding just 1 more mobile unit, we can expand beyond the 10 communities currently being served by Clinica Adelante and Mission of Mercy. Could potentially double the number of people being reached by July 2008.
➢ Be realistic: *Choose the <u>fewest</u> strategies that will produce the <u>biggest</u> result with a <u>manageable</u> effort at the <u>least</u> cost.*	Our intention is to expand on already existing mobile health units operated by Clinica Adelante, Inc. and Mission of Mercy.

➢ What underlying conditions stand in the way?	➢ Physician shortages in Maricopa County, especially in the West Valley. ➢ Distance between patient and health care provider. ➢ No access to health insurance o Cost of services without insurance
➢ What keeps the target change from being true already?	➢ Cost and time involved in setting up a mobile service.
➢ What stands in the way of success?	➢ Availability of physicians to staff units.
➢ What about the community prevents this change from being made?	➢ Nothing about the community has been identified to prevent this.
➢ How do we get to our IDEAL?	➢ Create a true public/private partnership.
➢ How do we mobilize resources?	➢ Begin discussions with existing mobile programs. ➢ Involve community and legislative parties. ➢ Work with medical schools to use residents to staff units.
➢ How do we reconfigure organizations and/or services to reach our intended change?	➢ Build partnerships with Mission of Mercy and Clinica Adelante to help implement and maintain additional mobile services.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	➢ Determine cost. ➢ Recruit health care providers. ➢ Identify organization to manage/oversee units ➢ Research Funding Opportunities (Federal, State, Local). ➢ Get commitment from medical schools to partner.
➢ What will we do to overcome these barriers?	➢ Work with medical school, look at using residents to staff.
➢ What strategies will we use to make the change occur?	➢ Begin discussions with existing mobile programs. ➢ Research funding opportunities. ➢ Involve the legislative community through education. ➢ Get commitment from, and work with, medical schools to staff units and provide tele-medicine support. ➢ Work with technology vendors to identify system needs. ➢ Work with local medical societies to identify retired health care providers willing to volunteer to staff units.
➢ Who else has a vested interest, needs to be involved, needs to know?	➢ Local hospitals ➢ Businesses ➢ Schools ➢ Local, county and state governments
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	➢ Initial cost for unit - $500,000 ➢ Projected monthly operating costs - $40,000-$50,000
➢ When will the change be implemented, completed, and noticeable?	➢ Implementation would begin summer of 2007 with completion in summer of 2008. Noticeable impact would be expected to follow within the first year of completion.
➢ Where will the activity, meeting, change take place?	➢ Throughout the West Valley, specific locations yet to be determined.
➢ How will we make the desired change?	➢ Improving access to affordable health care will happen by educating the community about resources currently available, and expanding on existing mobile health services.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies
Issue 3	**Improving access to affordable health care**
Resources needed: financial, in-kind, staffing, materials, etc.	✓ Mobile Unit(s) ✓ Locations to park unit while providing service ✓ Staffing ✓ Technology ✓ Supplies ✓ $500,000 start up with a monthly operating expense around $40,000-$50,000
Strategy 1	Increase the number of health resource fairs in the West Valley. ✓ Increase frequency and locations ✓ Have quarterly and rotate locations to include the far west and southwest valley
Strategy 2	Expand current mobile health services. ✓ Identify funding opportunities ✓ Partner with existing mobile health programs ✓ Partner with medical schools for staffing of units and tele-medicine technology ✓ Look for retired physicians willing to volunteer ✓ Recruit support from local governments

Education

Primary Issue 1: Quality Child Care

Overview: Children are not entering schools ready to succeed, as a result there is a great need to improve elementary education performance, eventually this under performance also results in high dropout rates, and gang activities. There is a need for better Pre-K activities that get children ready to succeed when they enter school. The need to reach children that are cared for at home is urgent. We need to improve quality child care, and implement activities that will bring the technical knowledge needed by home care providers in order to prepare children. The implementation of the Kith and Kin Program will be one of the best strategies to achieve the desired outcome. A $1 investment in quality early learning will save $17 in future costs associated with remedial education, delinquent behavior and other public support services. It is estimated that 8% of Maricopa County's population is under age 5, approximately 300,000 children.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Improve the quality of child care at home.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	Kith and Kin providers have knowledge of the elements of quality child care, and available community training and support resources.
➢ Be realistic: *Choose the fewest strategies that will produce the biggest result with a manageable effort at the least cost.*	Arizona Kith and Kin Project Evaluation conducted by a local, independent consulting firm that measures whether the program goals are being met, including participants self-reporting on child care practices and knowledge, group observations, and interviews with participants, project partners and staff.

➢ What underlying conditions stand in the way?	Currently there is no major organized/coordinated effort in monitoring activities targeting home child care providers on the West Side.
➢ What keeps the target change from being true already?	Lack of funding and coordination.
➢ What stands in the way of success?	Not enough funding in the Pre-K education field.
➢ What about the community prevents this change from being made?	Lack of funding for activities in this area, lack of public awareness.
➢ How do we get to our IDEAL?	By emphasizing the importance of quality early

	learning opportunities.
➢ How do we mobilize resources?	Public awareness, work with current regulatory agencies, and community groups.
➢ How do we reconfigure organizations and/or services to reach our intended change?	Increase public awareness to recognize the need to reach children in the Pre-K age group, and providers involved with this group.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	Create an outreach effort to identify home child care providers.
➢ What will we do to overcome these barriers?	Work with child care centers, school districts to conduct an outreach system in order to recruit home child care providers.
➢ What strategies will we use to make the change occur?	Implement the Kith and Kin Project of the Association for Supportive Child Care to 1) provide early childhood training and support to providers, 2) increase provider's knowledge of the elements of quality child care and available community training and support resources. 3) Increase the provider's perceptions of the reliability and quality of the care they provide and their level of satisfaction with being child caregivers.
➢ Who else have a vested interest, needs to be involved, and needs to know?	Child care organizations, school districts.
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	See guidelines for program implementation below. The program cost $1,200 per provider, normally a group is no more than 10 providers, and potentially $12,000 will cover one group. There are an estimated 209 home child care providers registered in 9 cities of the West Valley.
➢ When will the change be implemented, completed, and noticeable?	The sessions take approximately 14 weeks.
➢ Where will the activity, meeting, change take place?	Activities and meetings will take place mostly at schools' faculties.
➢ How will we make the desired change?	See guidelines for program implementation below.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 1			
Resources needed: financial, in-kind, staffing, materials, etc.			
Strategy 1	Improve quality of child care, Kith and Kin Project.	Training organization.	As soon as funding is secure, this activity could commence immediately by provider organization.

Education

Primary Issue 2: Adult and Senior Education & Employment

Overview: There is a need for adult and senior education, training, and employment. Lifelong learning does not end after high school or college. We are trying to help prepare adults and seniors in the West Valley for job opportunities that pay a living wage. There are few opportunities for affordable, ongoing education and technology training. We need to implement an education campaign that targets adults and seniors in the West Valley, so that they are better prepared for the work force.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Create more opportunities for community-based adult education than currently exists in the West Valley.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	Offer community-based adult education classes, such as Introduction to Technology, through existing infrastructures (churches, schools, colleges, community centers) beginning in June of 2006.

➢ What underlying conditions stand in the way?	Limited budgets, lack of personnel, lack of coordination among existing programs.
➢ What keeps the target change from being true already?	Need has increased with rapid growth.
➢ What stands in the way of success?	Need funding and coordination among the West Valley educational vendors.
➢ What about the community prevents this change from being made?	This would be a welcome change. Currently, there is a lack of consistency and coordination among municipalities. Funding is limited.
➢ How do we get to our IDEAL?	Identify existing programs, coordinate, and expand them according to need.
➢ How do we mobilize resources?	Target existing community-based programs.
➢ How do we reconfigure organizations and/or services to reach our intended change?	Facilitate coordination among community-based programs. Implement centralized course catalogs, registration, website, etc.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	Analysis of current resources, expand or increase coordination based on findings.
➢ What will we do to overcome these barriers?	Increase awareness of the problem among business and community leaders.
➢ What strategies will we use to make the change occur?	Create/form a consortium of existing programs that target adult/seniors for educational and training purposes.

➢ Who else has a vested interest, needs to be involved, needs to know?	The business community. As demand for skill labor increases, business will relay in programs/efforts like ours to obtain qualified labor.
➢ What information, tools, data is needed to make the change occur? ○ What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	Survey among education and skills centers. The creation of scholarships for adult and seniors. Facilities to provide the needed education (i.e. local community colleges, churches, non-profit organizations).
➢ When will the change be implemented, completed, and noticeable?	This project would need to be in operation for at least two years before trying to measure its effectiveness.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 2	Adult/Senior, lifespan education		
Resources needed: financial, in-kind, staffing, materials, etc.	Education resources, education/training sites, teaching staff, coordinating activities.	Educational institutions, business leaders, support agencies.	June, 2006.

Education

Primary Issue 3: After School Programs

Overview: Arizona has a high percent of high school dropouts. Currently, 43 students a day drop out of Maricopa County Schools, which is nearly 10% of schools' population. Gang activity is an ever increasing activity among children between 7 -15 years of age. We need to increase activities that decrease the opportunities for children to engage in gang activities and have better academic achievement that encourages them to access post high school education. We propose to implement an After School Program, which will provide a supervised, safe environment for education attainment and leadership skills development for youth. It will provide programs that provide quality educational and enrichment activities for kids while keeping them safe and out of trouble. Funding and potential licensing issues can impede success.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Create a positive learning environment for at-risk children/youth. Provide positive alternatives to children/youth that will contribute to decrease gang activity, decrease dropout rate, and improve academic performance.
➢ State the change as: 　○ *We intend to be successful in achieving the following outcomes* (list them):	Given the proper period of time to evaluate the effectiveness of the program (1-3 years), we will decrease the dropout rate by a third (average in Maricopa county is 10%), reduce the number of gang related crimes in targeted areas where the program is implemented. We will establish teams composed of high school seniors with middle and elementary school children in order to form mentoring teams. Through coordination with schools, we should improve the academic performance of children.

➢ What underlying conditions stand in the way?	The lack of public transportation doesn't allow children to attend already established programs in some of the cities on the West Side. Also, an insufficient number of programs are engaged in these types of activities in the communities.
➢ What keeps the target change from being true already?	Population growth keeps creating an uneven situation between number of programs and number of children needing this type of program.
➢ What stands in the way of success?	Proper funding allocation and coordination of activities.
➢ What about the community prevents this change from being made?	Transportation issues for children, under funded community programs.
➢ How do we get to our IDEAL?	Continue to develop partnerships primarily with school districts, and public park and recreation agencies.
➢ How do we mobilize resources?	Community outreach to properly identify gaps in the communities.

➤ How do we reconfigure organizations and/or services to reach our intended change?	Establish partnerships/coalitions among public park and recreational agencies, school districts and community leaders.

Strategy/Strategies to address identified issue:

➤ What are the major steps needed to make these changes happen?	Form the coalition of partners needed.
➤ What will we do to overcome these barriers?	Find the right funding sources; there are several federal funding streams that can offer local park and recreation agencies the money they need to implement these programs. Also local funders must provide seed money in order to start some of these activities and assist in the coordination process.
➤ What strategies will we use to make the change occur?	Program planners need to reach those children who by other standards (socio-economic status and school success) may be the most in need of, and most likely to benefit from, involvement. Must design programs that involve activities, events and recreational outlets that are culturally sensitive and socially interesting. Planners need to get to know the population they seek to target by engaging them and surveying their desires, interests and wants. Communicate and include Youth Advisors, and local cities' Youth Advisory Councils in the process for their input and involvement. As we engage high school seniors as mentors we will use compensation as incentives, thus providing an employment experience to these students as well.
➤ Who else has a vested interest, needs to be involved, needs to know?	School districts and community leaders should be involved as partners.
➤ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	A well organized and effective program would have an annual budget of $150,000 in order to provide these services to the community. This would be a year around project.
➤ When will the change be implemented, completed, and noticeable?	As funding is obtained, coordination of forming the partnership and coalitions will be the first phase, with gaps identification second and overall implementation at the end. This process will take about 6 months. The program should be ready for implementation by the beginning of next school year. Results noticeable at the end of the first year of implementation.
➤ Where will the activity, meeting, change take place?	At local park and recreation facilities, schools.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 3			
Resources needed: financial, in-kind, staffing, materials, etc.	Grants, equipped facilities, transportation.		
Strategy 1	Establish After School Program for At-Risk Youth	Park and Recreation Agency in partnership with schools districts and community leaders	Beginning of next school year.

Transportation

Primary Issue: Coordination of West Valley Transportation Services

Overview: There appears, to the common citizen, to be an insufficient knowledge about the amount of coordinated planning around transit services provided in the West Valley, making getting from place to place very difficult. Improved awareness of and coordination of transit services in the West Valley is essential. There are many players in this arena and with the leadership of the WVHSA Transit/Transportation work group, we will develop a strategy to bring individuals and groups involved in transit services/planning together to discuss in a symposium setting methodologies as to how to improve transit coordination for the end-user.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	Improved awareness and coordination of transit services in the West Valley.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	The workgroup will bring transit planners together with members of the community, government, education, faith community and businesses to discuss issues affecting the public regarding transit, and work toward developing methodologies to address them on a regional level. The WVHSA Transit workgroup will conduct a regional transportation symposium in May 2006 for organizations and individuals involved in planning and/or using transportation services to discuss methodologies to provide regional transportation services.

➢ What underlying conditions stand in the way?	Entrenched existing systems Entrenched existing attitudes Parochial interests Funding methodologies Insufficient coordinated planning methodology
➢ What keeps the target change from being true already?	People who need to make the decisions are not always at the table when talking about remedies to the transportation and transit issues. Current funding flexibility by some communities being outside of the urbanized transit area.
➢ What stands in the way of success?	Awareness of the effect of current policies on actual people.
➢ What about the community prevents this change from being made?	People who need the services changed can, very often, not get to meetings to talk about the change needed. Isolation
How do we get to our IDEAL?	By having all players at the table: Transit users in the community

	Businesses Government Education Faith-based
How do we mobilize resources?	Encourage active participation from those most in need of services and utilize existing resources to their fullest extent.
How do we reconfigure organizations and/or services to reach our intended change?	Development of a regional transportation plan as opposed to each city developing their practices independent of each other.

Strategy/Strategies to address identified issue:

What are the major steps needed to make these changes happen?	Selection of invitees to participate in a coalition to attract funding – public or private – for enhancements to regional transit services.
What will we do to overcome these barriers?	Barriers include: lack of awareness and plan for enhanced services; leadership support; dedicated funding mechanism; coordination of existing resources. To overcome these barriers this committee supports the development of a task force; information/awareness product; coordination among current transportation providers and a kickoff symposium.
What strategies will we use to make the change occur?	Removing the barriers of -- developing a task force; information/awareness product; coordination among current transportation providers and a kickoff symposium.
Who? else have a vested interest, needs to be involved, and needs to know?	All stakeholders affected by the need to expand public transportation.
What? information, tools, data is needed to make the change occur? What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	Unsure – estimates are $5 to $15K initially.
When? will the change be implemented, completed, and noticeable?	Begin work in Spring of 2006 – no end date.
Where? will the activity, meeting, change take place?	TBD
How? will we make the desired change?	The needed changes go beyond the resources of the Transportation Sub-committee – local leadership must lend support and resources.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 1	West Valley Human Services Regional Transportation Symposium		
Resources needed: financial, in-kind, staffing, materials, etc.	Completed report/white paper regarding transit issued in the West Valley; Facility host for symposium; sponsors		
Strategy 1	Identify the players	Joyce	Conduct brainstorming session at next meeting
Strategy 2	Create Regional Transit Task Force	Transportation Sub-Committee	
Strategy 3	Develop outcomes for symposium	Regional Transit Task Force	
Strategy 4	Seek funding for symposium	Regional Transit Task Force	
Strategy 5	Structure the symposium	Regional Transit Task Force	
Strategy 6	Conduct the Symposium	Regional Transit Task Force	May 2006

Community Planning & Development

Primary Issue 1: Virtual Multigenerational Community Center

Overview: West Valley Virtual Multigenerational Community Centers that link West Valley assets (existing facilities and programs) to provide a breadth and depth of places and events in which West Valley residents of all ages can participate for little cost.

Targeted Change:

➢ What exactly do we intend to achieve? *and/or* ➢ What change are we trying to create?	There are many Community, Adult, or Youth Centers throughout the West Valley. There are many more facilities, parks, and programs available. A virtual community center will tie together existing community center programs across West Valley cities and towns to other facilities and programs provided by schools, community colleges, faith communities, etc., to provide a regional community center that serves the needs of all ages across jurisdictional boundaries.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	We intend to create a virtual community center that first ties together existing community centers' programs for West Valley residents (by the end of 2006) and second, expands 'centers' to include school districts, community colleges, and faith-based facilities, etc. (by the end of 2007) that broadens program offerings to the benefit of all ages and SES.
➢ Be realistic: *Choose the <u>fewest</u> strategies that will produce the <u>biggest</u> result with a <u>manageable</u> effort at the <u>least</u> cost.*	This is a manageable effort that maximizes the use of existing resources (facilities & programs) by creating a regional approach via the Internet (and other communication channels) using an established model to do so (YMCA).

➢ What underlying conditions stand in the way?	City/town provisionalism; lack of imagination; lack of perceived benefit to cities/towns.
➢ What keeps the target change from being true already?	Never tried before at this level or scale.
➢ What stands in the way of success?	"Can't do" attitudes and a coordinating person or organization to make the virtual concept 'real.'
➢ What about the community prevents this change from being made?	Nothing. The community would embrace it.
➢ How do we get to our IDEAL?	Getting West Valley cities/towns, educational institutions, faith-based organizations, and non-profits to work together to make it happen.
➢ How do we mobilize resources?	Get a sponsor(s) for the coordinating person or organization to develop and pay for the virtual concept.
➢ How do we reconfigure organizations	Primarily, we are tying together existing resources by

| and/or services to reach our intended change? | adding a coordinating body that will develop, coordinate, and oversee the virtual community center. |

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	To communicate the process and outcome of these primary issues to all key stakeholders (listed above) and develop a sponsor(s) to pay for the coordinating agency that will make the virtual community center 'real.'
➢ What will we do to overcome these barriers?	Meet with the respective stakeholder groups to communicate the action plan and seek a sponsor at the February summit (a funder).
➢ What strategies will we use to make the change occur?	Develop a cogent message as to the benefits of this approach to the stakeholders and residents of the West Valley.
➢ Who else has a vested interest, needs to be involved, needs to know?	All West Valley City Mayors and Managers, MAG, faith-based leaders, non-profit organization leaders, and residents (consumers).
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	The YMCA model is needed for other agencies to follow. One coordinating agency or person is needed to develop the 'virtual' part of the community center, which includes a website and database of resources from which to draw and communicate to the citizens of the West Valley. Money is needed to support the database development and coordinating agency, and to maintain the virtual community center over time.
➢ When will the change be implemented, completed, and noticeable?	Once the initial virtual community center has coordinated existing community center assets across W. Valley cities and towns by the end of 2006, its services are communicated to W. Valley residents, and they use it to participate in the virtual programs.
➢ Where will the activity, meeting, change take place?	A coordinating agency will have to take on the project to make the coordination happen, set up the virtual site, and communicate it to W. Valley residents, participating agencies, and organizations.
➢ How will we make the desired change?	Once the coordinating agency has secured a sponsor to fund the virtual center, the coordinating and database development work can begin.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 1			
Resources needed: financial, in-kind, staffing, materials, etc.	A financial sponsor(s) for the coordinating agency to operate the virtual community center.	Community Planning & Development Sub-committee will present concept to potential funders	February Summit
Strategy 1	Develop Consortium of existing W. Valley Community Center facilities and programs that can be shared across the W. Valley from which the initial virtual community center can be developed, tested, and implemented.	WVHSA and Coordinating Agency (listed above)	December, 2006
Strategy 2	Develop a Consortium of school district, community college, faith-based, and other organizations' facilities and programs that can be added to the Virtual Community Center to expand program offerings across the W. Valley.	WVHSA and Coordinating Agency	December, 2007
Strategy 3	A pilot program for either Strategy 1 or 2 can be developed in the short-term to test the efficacy of the concept before full implementation of the Virtual Community Center.	WVHSA and Coordinating Agency	July, 2006 (Strategy 1) and July, 2007 (Strategy 2)

Community Planning & Development

Primary Issue 2: West Valley Cultural Assessment & Plan

Overview: Determining the wants and needs of the West Valley population in relation to arts and culture now and in the future, and determining how the arts can be a catalyst for future economic development in the region.

The West Valley Arts Council is currently conducting a Cultural Assessment and Plan to determine just this over the next twelve months. The change that we will try to create will be based on the results of the assessment and plan. Adequate funding is always an issue, but depending on the results of the assessment, we will be able to accurately determine the answers to these questions. The Steering Committee for this process consists of community leaders from throughout the West Valley. In addition to the West Valley Arts Council taking the lead on several issues, it is hoped that members of the Steering Committee (and their associated municipalities/corporations, etc.) will take responsibility for implementation of the plan. The plan now is to complete the assessment and planning process thereby putting the works in motion to create progress for the arts in the West Valley.

Targeted Change:

➢ What exactly do we intend to achieve? and/or ➢ What change are we trying to create?	We will create a cultural plan that will identify strategies to make the arts a priority for all municipalities' agendas and we will raise awareness for the arts throughout the process by engaging a broad spectrum of the population in the process.
➢ State the change as: o *We intend to be successful in achieving the following outcomes* (list them):	We intend to create a cultural plan that will: ➢ Develop a five-year plan with a long-term regional vision. ➢ Assess current programs to determine how they can be improved to reach more residents. ➢ Make arts and culture accessible and valuable to all residents. ➢ Cultivate public perception, and build awareness and excitement about what can be. ➢ Embrace the interests and opinions of areas in which all West Valley arts organizations can extend their reach. ➢ Make arts and culture integral to the West Valley cities' development agendas. ➢ Coordinate and communicate regional facilities planning. ➢ Strengthen the relationship between the WVAC and area arts and other cultural providers.
➢ Be realistic: *Choose the <u>fewest</u> strategies that will produce the <u>biggest</u> result with a <u>manageable</u> effort at the <u>least</u> cost.*	This is a manageable effort that has the support of all municipalities in the West Valley. The budget has been set and the project has been funded.

➢ What underlying conditions stand in the way?	It is essential that all municipalities provide attendance at the discussion sessions and that we collect enough data for the results to be statistically significant.
➢ What keeps the target change from being true already?	The West Valley is growing so fast that current cultural providers are not on resident's radar screen, yet most of our cities see the arts as a viable economic development tool. We need to bring together the arts providers with governmental leaders to provide the right kind of arts offerings to complement citizens' desires and provide support to the arts providers to achieve this.
➢ What stands in the way of success?	Don't see any barriers of this kind.
➢ What about the community prevents this change from being made?	If any one community ignores information from the study or deliberately tries to compete with another community, change will not come easy.
➢ How do we get to our IDEAL?	Once results of the study are known, stakeholders will take on certain sections of the plan to carry out.
➢ How do we mobilize resources?	We already have the Steering Committee and the arts providers in place. We just need the results of the study to mobilize further.
➢ How do we reconfigure organizations and/or services to reach our intended change?	The West Valley Arts Council has taken the lead on this and has committed to this kind of change in order for the plan to be successful.

Strategy/Strategies to address identified issue:

➢ What are the major steps needed to make these changes happen?	The process is underway.
➢ What strategies will we use to make the change occur?	See above
➢ Who else has a vested interest, needs to be involved, needs to know?	The Steering Committee Members for the West Valley Cultural & Heritage Assessment & Plan.
➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	In process – the approximate cost of the study is $75,000
➢ When will the change be implemented, completed, and noticeable?	The Plan will be completed in October 2006
➢ How will we make the desired change?	The plan is underway. The resulting change will take place during the process.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Issue 2			
Resources needed: financial, in-kind, staffing, materials, etc.			
Strategy 1	Implement West Valley Cultural & Heritage Assessment & Plan	Cultural & Heritage Steering Committee, and West Valley government, school district, business, non-profit, & faith community leaders	October, 2006, upon completion of the West Valley Cultural & Heritage Assessment & Plan

Community Planning & Development

Primary Issue 3: Intergovernmental Agreements

Overview: Establish a program to follow the Intergovernmental Agreement (IGA) model that the City of Avondale has established to guide relationships between the City, School Districts and other cities in order to eliminate duplication of capital costs in building fields, transportation, etc. for the residents' use.

Targeted Change:

➤ What exactly do we intend to achieve? and/or ➤ What change are we trying to create?	Save Capital Create shared facilities in each city or school district.
➤ State the change as: ○ *We intend to be successful in achieving the following outcomes* (list them):	Use of IGAs in place between WV cities and School Boards. Sharing of facilities of one another taking place. Use Avondale's example. Can occur immediately by Council and School Board working together. Immediate
➤ Be realistic: *Choose the fewest strategies that will produce the biggest result with a manageable effort at the least cost.*	City staff meets with school staff to discuss. Agreement is reached. Attorneys draw up appropriate IGA. Council and Board each meet and approve.

➤ What underlying conditions stand in the way?	Lack of understanding
➤ What keeps the target change from being true already?	Actual IGA being written
➤ What stands in the way of success?	Only lack of knowledge/understanding
➤ What about the community prevents this change from being made?	Absolutely nothing
➤ How do we get to our IDEAL?	Pass the IGA
➤ How do we mobilize resources?	Council/School Board discuss
➤ How do we reconfigure organizations and/or services to reach our intended change?	None necessary. IGA accomplishes this.

Strategy/Strategies to address identified issue:

➤ What are the major steps needed to make these changes happen?	See above.
➤ What will we do to overcome these barriers?	There are no barriers if we follow Avondale's program.
➤ What strategies will we use to make the change occur?	Work together as a team.
➤ Who else has a vested interest, needs to be involved, needs to know?	City Manager/ City Parks and Rec./ Supt of School District; City Councils.

➢ What information, tools, data is needed to make the change occur? o What is the **approximate** cost of making this change in terms of money, people, buildings or other resources?	There is no physical cost. Requirements are a need, shared information, and attorneys to write the IGAs.
➢ When will the change be implemented, completed, and noticeable?	Immediate in each City - certainly during 2006-07 fiscal year.
➢ Where will the activity, meeting, change take place?	Council/ School Board meetings 2005/2006/2007 and ongoing
➢ How? Will we make the desired change?	Approve the IGA.

Accountability Matrix

What is to be done?	List of Workgroup Issues and Strategies	By Whom?	By When?
Intergovernmental agreements	Discuss the program	West Valley City Councils & School Boards	Their timeframe During 2006-07
Resources needed: financial, in-kind, staffing, materials, etc.			
Strategy 1	Meet to discuss	P&R and Principal	Their choice per project
Strategy 2	Take to City Mgr/Supt	Park/Rec./ Principal	Their choice per project
Strategy 3	Take to Council and SB for approval	City Managers & School Superintendents	Once legal documents are drawn 2006/07
		WVHSA will lead the way using Avondale Model.	

Appendix A: Full Alliance Meeting Minutes

West Valley Human Services Alliance Meeting Notes
March 28, 2005
Avondale City Hall
Mesquite Room

Paige Garrett, Glendale Human Services Council
Deborah Iverson, Luke Air Force Base
Sylvia Sheffield, City of Avondale
Linda Snidecor, City of Goodyear
Richard Knopf, Arizona State University
Mark Fooks, Town of Youngtown
Joanne King, All Faith Community Service
Margarita Leyvas, Maricopa County Human Services
Rosie Bosch, Alzheimer's Association
Susan Tiemeier, Maricopa County Department of Public Health
Steven Capes, City of Glendale
Andy young, The Carpenter's Place
Terry McPeters, Healthcare Connect
Frank Grimmelman, West Valley Child Crisis Center
Lora Aleo, Healthcare Group
Heather Genovese, Southwest Behavioral Health

Raul Daniels, City of Glendale
Paul Denial, New Life Center
Minnie Williams, Department of Economic Security
Judy Shaw, Community Legal Services
Mike Pressando, Jewish Family Community Services
Stephanie Bilal, Desert Surprise United Church of Christ
Lisa Eddington, Clinica Adelante
Shari Lambart, Department of Economic Security
Peggy Dewey, ESAC

Staff
Amy St. Peter, Maricopa Association of Governments
Ayanna Rutherford, Maricopa Association of Governments

1. <u>Call to Order and Introductions</u>
Addressing the first order of business Amy St. Peter welcomed and thanked everyone for coming together at the first West Valley Human Services Alliance meeting. Ms. St. Peter expressed the excitement about the new group's tremendous potential. After the introductions Paige Garret stressed the importance of bringing consumers to the table.

2. <u>Approval of the February 28th West Valley Stakeholders Meeting Minutes and March 10th West Valley Council Community Initiatives Meeting Minutes</u>
The February 28, 2005 West Valley Stakeholders meeting minutes were approved. No action was taken for the March 10, 12005 West Valley Council Community Initiative meeting minutes.

3. <u>Update on the West Valley Mayor and Managers</u>
An update from the West Valley Mayors and Managers was not available.

4. <u>Committee Briefing</u>
Ms. Garret recommended to creating five subcommittees that correspond with the West Valley themes: Communication & Collaboration, Community Planning & Development, Health, Wellness, &

Safety, Education, and Transportation. The group requested more background information on the West Valley Stakeholders and the West Valley Council on Community Initiatives.

In February 2004 along with MAG, West Valley Managers and Mayors discussed a West Valley Needs Assessment. The group decided to form the West Valley Stakeholders group to determine the need for a west valley assessment and to look at the human services throughout the west valley.

The West Valley Council on Community Initiatives has been meeting for about two years. The Council looks at human services issues throughout the West Valley community. The Council looked at "hot spots" in the area of human services and ways to diffuse them.

The activities of the two groups were similar. In an effort to avoid duplication the two groups merged into the West Valley Human Services Alliance. The Alliance will address the improvement and accessibility of services. Deborah Iverson pointed out that Luke Air Force Base offers a large variety of human services but people on the base also need to know where they can find services in the community. Discussion followed about the launch of the pilot 211-system.

The 211-system was put in place by the Governor's office and funded by homeland security. The group would like to invite someone from the Governor's office to a meeting to talk to the group. Mrs. Garret will contact someone to present to the group.

5.   Alliance Structure
Ms. St. Peter proposed that the group have full group meetings like this quarterly, and have subcommittees meet monthly to maintain the richness of the group but without having large meetings all the time. There was some concern about having too many subcommittees and the possibility of diluting the effectiveness of the committee.

Subcommittees will be task focused, in an effort to maintain the effectiveness of the group. Subcommittee members can use their staff to attend meetings if the subcommittee member is not available. Staff is also encouraged to attend other subcommittee meetings where their organization may not be represented.

The Alliance will meet from 9am to 11am every last Monday of each month and the committee will be co-chaired by Council Member Betty Lynch and Ms. Garrett.

6.   Alliance Priorities
The intent of this group is to be a link to resources and collaborate with agencies and/or cities. If a geographic area appears to have gaps in resources the Alliance will make suggestions to the cities and/or agencies and see if there is buy in. The main goal of the group is to serve as a powerful resource to the cities, agencies and communities.

With regards to the five themes of the West Valley Scan, the group plans to take each of the themes and identify resources and gaps, create a subcommittee for each theme and also bring other groups from the community to the table so that there is no duplication of effort. Making linkages through networking, being rooted in the community, working with parallel groups, and making sure that lines of communication are open is key. The first priority of each subcommittee and the group is to identify leadership and goals.

There was discussion about the leadership structure, creating a task purpose and a subcommittee purpose so goals are clear. Identifying leaders in each category throughout the community was suggested as a way to chair subcommittee. The subcommittee chairs should be a bridge between the Alliance and volunteers to bridge the gap for resources.

Upon further discussion, the group concluded that the subcommittee chairs have expertise in facilitation not necessarily in the theme.

Once the chairs are selected they should identify people that should be on the subcommittee, help develop a mission statement, and steer the direction of the subcommittee.

After further discussion, the group concluded that the Communication & Collaboration committee should be consolidated into each group, because it is such a critical part of the other themes.

To keep the group abreast of events, issues, and/or concerns, Mrs. Garret pointed out the benefits of having a list serve. However, there was concern that a list serve can be overwhelming. A passive system that is constantly updated where you can log on to get information instead of having it sent to you was proposed as an alternative.

Another priority addressed was the importance of having the business community at the table, since they have a huge stake in infrastructure and development of communities.

7.   Human Services Updates
Luke Air Force Base is using a program called Military One Source. Military Once Source offers information about services like childcare providers and assisted living, by zip code.

El Mirage CAP will stay in business for another year; they are also looking for other funding sources. There have been budget cuts due to outsourcing.

DES has built a new multi-service integrated office in Avondale. There will be a person at the front desk to assess the needs of clients. The office will open April 28th. Full integrated sites are up and running in Tucson. The objective of the integrated model is to remove barriers at the assessment level, provide services up front and move clients directly to work.

Maricopa County Human Services Department funds 15 offices throughout the Valley. CSBG is a critical source because it funds administration and operation costs. The lack of funds has caused El Mirage to go from two caseworkers to one caseworker. Teen Maze Event is scheduled at Estrella Mountain. This event allows teenagers to experience the consequences of their decisions, like drunk driving, in a controlled environment.

Youngtown is excited that home rule passed because it gives the cities freedom within budgets.

New Life Center is having 9th annual shelter bowl. The 3rd Annual Walk to End Domestic Violence is Saturday April 23rd.

ASU offers grant writing assistance and will work with groups to get grants that go through ASU.

Goodyear's mayor was reelected. April 2nd has been designated for household item disposal. Youth Soccer League is from March 19th to May 21st.

Clinica Adelante is celebrating its 25th anniversary. Raising funds for a mobile medical clinic and providing services throughout the summer is their focus due to a lack of healthcare providers throughout the area. Arizona has the lowest ratio for medical services in the United States.

Desert Surprise United Church of Christ has land and they are looking for a proactive way to help out the community.

Glendale Parks & Recreation has created a program that targets high-risk youth. This program gets them involved in sports medicine, culinary arts, tourism, and fire and police academies to make them productive citizens.

MAG HUD released the federal application for homeless assistance funding and the Continuum of Care has released the local application.

8.   Call to Audience
      There were no comments.

9.   Announcements
      April is national Foster Care Month.
      El Mirage is having a Health and Wellness Event on April 9th.

10.   Adjourn
The meeting was adjourned at 10:58 am. The next meeting is scheduled for April 25, 2005 in the Mesquite Room at the Avondale City Hall from 9:00-11:00am.

West Valley Human Services Alliance Meeting Minutes
April 25, 2005
Avondale City Hall

Mesquite Room
Members Present

Council Member Betty Lynch, City of
Avondale, Chair

Deborah Iverson, Luke Air Force Base

Sylvia Sheffield, City of Avondale
Mark Fooks, Town of Youngtown Human
Services

Rosie Bosch, Alzheimer's Association
Terry McPeters, Healthcare Connect
Lora Aleo, Healthcare Group
Paul Denial, New Life Center
Minnie Williams, Department of Economic
Security Community Services

Shari Lambart, Department of Economic
Security

Peggy Dewey, ESAC
Lorenzo Aguirre, El Mirage
Karen Ramsey, Compliance Partners
Paula Wright, DES
Randy McIntyre, City of Surprise
Joyce Lopez-Powell, VSUW
Eddie Caine, Maricopa County

Barbara Hill, SAIL
Janey Montoya, City of Tolleson
Connie Fraijo, DES
Barbara Lamere, Youth ETC
Erik Strunk, City of Glendale
Jennifer Harring, Interfaith Community Care

Michelle Dionisio, Interfaith Community Care

Reda LaPiano, DES
Kim Lewis, West Valley Child Crisis Center
Mira Mihajlovich, NPower Arizona

Guests
Steve Lazere, DES Family Connections

Staff
Amy St. Peter, MAG
Ayanna Rutherford, MAG

1. Call to Order and Introduction
   Chairman Council Member Lynch welcomed and thanked everyone for meeting about Human
   Service issues in the West Valley and then began a round of introductions.

2. Approval of the March 28th Meeting Minutes
   The March 28, 2005 meeting minutes were approved upon revision that Lorenzo Aguirre will be
   added to the list of attendees.

3. Update on the West Valley Mayors and Managers Meetings
   Council Member Lynch reported that the West Valley Mayors and Managers are excited about
   the West Valley Human Services Alliance.

4. 2-1-1 Presentation
   A 2-1-1 presentation was not available for this meeting.

5. Family Connections Project
Steve Lazere, Supervisor for Family Connections Office, Department of Economic Security, did a
presentation on Family Connections and the statewide effort to integrate services.

Family Connections is a voluntary program that wants to reduce the number of children in congregate care, reduce the number of children entering foster care, and reduce the TANF caseload through employment. It also focuses on introducing clients to support systems that are available throughout the community.

DES director David Berns wanted to combine a unit with child protective services, the JOBS program, FAA and ValueOptions to provide assistance to families to help clients that are in crisis. The juvenile court system, DPS, and attorneys are used to help families in crisis and brainstorm ways to keep children out of the system.

Family Connections, has teamed up with Faith House, a domestic violence shelter to introduce clients to DES services. This partnership will allow DES to follow-up with the progress of the Faith House's former clients and help current clients who may be in a crisis with children. New Life, also a domestic violence shelter, is part of a pilot program that works with Family Connections similar to the Faith House partnership.

Currently, the Family Connections program is limited to people in the West Valley and Maryvale. However, other locations are expected to open in the future. DES is looking at areas where there are high populations of TANF recipients as potential locations.

6. Subcommittee Results
Chairman Council Member Lynch led a discussion about the asset mapping results for the five West Valley Scan categories in each municipality.

A breakdown of information about each of the five themes, by municipality, was highlighted. A handout was distributed with each of the participating communities' responses. The group was encouraged to provide MAG with any additional information that might pertain to their community.

Joyce Lopez-Powell, Valley of the Sun United Way ("VSUW"), gave background information about the five themes and the community impact forums that created the themes. Along with the five categories, the impact forums also discovered that the community wanted organization between the government and service providers. An explanation was given about the Alliances working structure.

The Alliance will have four subcommittees based on four of the five themes: Community Planning and Development; Education; Health, Wellness & Safety; and Transportation. The fifth theme, Communication and Collaboration, will be absorbed by the Steering Committee. In a situation where subcommittees have overlapping issues, subcommittees will work together on those issues.

Subcommittees will meet monthly to discuss their theme and an update will be presented to the Alliance at a quarterly meeting. They will be co-chaired by individuals that have expertise in a theme and/or people who are experienced facilitators. All subcommittee chairs will be trained to facilitate their group through the guidance of MAG and VSUW.

Mark Fooks, Town of Youngtown, is confirmed to Co-Chair the Community Planning Subcommittee and Stacey Young, Town of Gila Bend has expressed interest in Co-Chairing this subcommittee also. Eddie Caine, Maricopa County, and Dan Lundberg, City of Surprise, are confirmed to Co-Chair the Transportation Subcommittee. Eric Santiago, VSUW, is confirmed to Co-Chair the Education Subcommittee and Sylvia Sheffield, City of Avondale, is confirmed to Co-Chair Health, Wellness, & Safety Subcommittee. Additional Co-Chairs are needed for the Education and Health, Wellness & Safety Subcommittees. Those who are interested in Co-Chairing, please contact Ms. Lopez-Powell.

7. Human Service and Services Integration Updates
    Tolleson had their Annual Spring Festival where they raised $6,000 for teens. Tolleson also sponsored a golf tournament that raised $18, 000 for youth.

Healthcare Group introduced a statewide PPO program that covers mental and dental healthcare. The Healthcare Group is working with Paradise Valley Community College on this program. The program will be introduced to the community organizations at an event this summer.

El Mirage held a health fair where 32 agencies participated and 75 children were immunized.

Avondale is having a Fair Housing Fair on April 30, 2005. The event is opened to the public.

Youngtown is celebrating Arbor Day this week.

VSUW along with West Valley Resource Coalition is holding a Networking Within the Community Meeting and components of grant writing seminar on May 11, 2005 at 8:00 am at the Challenger Center.

New Life participated in the 3rd Annual Walk to End Domestic Violence on April 23. There were over 4,000 walkers and runners this year. The Bowl for New Life Center Fundraiser will be on May 7, 2005.

ESAC will hold an Aging 2020 Town Hall Meeting in May.

Glendale Weed and Seed received a grant for $175,000. The city will also host an American Dream Fair on May 7, 2005. On April 28, 2005 the Town Square for Senior Housing will have its grand opening.

DES has opened a fully integrated services site.

8. Call to the Audience
    N Power Arizona received a grant from BHHS Foundation to work with organizations interested in exploring innovative tools and strategies in health service delivery. The project is called HealthTech West.

9. Adjourn
    The meeting was adjourned at 10:30am.

West Valley Human Service Alliance
Avondale City Hall, City Council Chambers
May 23, 2005, 9:00am – 11:00am

Vice-Mayor Betty Lynch, City of Avondale
Paige Garrett, Glendale Human Services Council
Richard Asmussen, APS
Kelly Dalton, Goodyear
Helen Allenson, DES
Theresa Losada, Health Care Connect
Mark Fooks, Youngtown
Janet Olson, APECA
Paula Wright, DES
Ann Polunsky, Florence Crittenton
Mira Mihajlovich, NPower Arizona
Cindy Copp, DES
Carol Bolick, Glendale
Deidre Ransom, DES
Rosie Bosch, Alzheimer's Association
James Gamble, Luke Air Force Base
Barbara Hill, MCHSD
Sandy Reagan, Southwest Community Network
Lisa Edington, Clinica Adelante, Inc.
Sandy Navarrete, ACADV
Paul Denial, New Life Center
Sylvia Sheffield, City of Avondale
Lora Aleo, Healthcare Group Arizona
Sandy Navarrete, AzCADV
Lynn Farmer, Gila Bend
Sandy Stanley, DES
Barbara Hill, SAIL
Sue Johnston, Avondale
Randy McIntyre, Surprise
Eddie Caine, Maricopa County
John Durbin, Alzheimer's Association
Sandra Wayne, DES
Christy Herron, Avondale
Joyce Lopez-Powell, VSUW

Graciela Candia, JAG
Susan Wilkens, Association for Supportive Childcare
Dawn Whaton, Az Center for Consumer Education
Shari Lambert, DES
Richard Knopf, ASU
Sylvia Myers, ASU
Peggy Dewey, ESAC
Judy Shaw, Community Legal Services
Danah Flanagan, Prehab Faith house
Lori Smith, Glendale Police Department
Stephanie McBride, ASCC
Frank Grimmelmann, West Valley Child Crisis Center Board
Brenda Robbins, ValueOptions
Kristie Leshinskie, MAG
Amy St. Peter, MAG
Ayanna Rutherford, MAG
Brent Morris, WVCC
Virginia Sturgill, MCHSD
Sandy Stanley, DES
Julie Herman, UPC
Diane Smith, City of Avondale
Sherri Collins, ACDHH
Barbara Gonzales, Phoenix
Stephanie Prybyl, Avondale
Sonny Culbreth, Litchfield Park
Trina Jenkins, Maricopa County
Jeanine Guy, Buckeye
Kim Solazzo, DES
John Burk, ASU
Peggy Avile, IIA
Judy Young, Gila Bend
Minnie Williams, DES
Miriam Hollingshead, Interfaith CC
Eric Santiago, VSUW

Co –chairs, Council Member Betty Lynch, City of Avondale and Paige Garrett, Glendale Human Services Council, welcomed everyone and thanked them for attending the meeting. Vice-Mayor Lynch let the group know that the Alliance will continue to expand. She informed the group that members of the Steering Committee would meet with WestMarc to ask them to join the group.

Introductions ensued.

There were no comments.

Approval of the April 25th Meeting Minutes
The April 25, 2005 minutes were approved unanimously.

Update on the West Valley Mayors and Managers
Council Member Lynch reported that the West Valley Mayors and Managers are very excited about the merger and the work that is being done.

Subcommittee Membership
There are four subcommittee groups that met separately after the main Alliance meeting. Those groups are: 1) Education, 2) Transportation, 3) Community Planning and Development, and 4) Health, Wellness, and Safety. During the Alliance meeting each subcommittee group met briefly so that the facilitators could explain where the groups were meeting before the individual subcommittee meeting.

2-1-1 Presentation
John Hartsell, Strategic Relationships Manger with the Governor's Office, offered a presentation on the 2-1-1 system to be implemented statewide.

In 1990's, VSUW developed the idea of Maricopa County 2-1-1 system. The system is designated for Human Services and disaster relief, Homeland Security and public safety. The Governor was excited about the 2-1-1 system but she wanted to expand it to the entire state.

The 2-1-1 database is comprised of comprehensive statewide health and human services data and emergency response data. The information will be made available 24 hours a day. The core data in the system was acquired from existing sources. Updates and additions are being added from community and government sources. Information for each agency includes services descriptions, intake procedures, eligibility criteria and other agency information. The State also anticipates that school counselors, librarians, clergy and laypeople can use 2-1-1 as a resource to help others.

The 2-1-1 system underwent community testing. Community representatives used real life scenarios to test the effectiveness of the system. Testers included representatives from government agencies and community groups throughout the state, with expertise in a variety of health and human services and/or emergency resource areas. The testers provided information regarding resources, technical problems and logistical aspects. Then information was provided regarding missing providers that should have been on the system based on feedback from the community representatives.

Key Features of the 2-1-1 system include: find help-search tool, basic services, emergency bulletins, homeland security disaster information network, and alternative for non-emergency 9-1-1 calls.

The 2-1-1 system can be searched by age group, target population, county and zip codes. 2-1-1 may also be searched by phrases using the Find-Search Help Tool. The Find-Search Help Tool is similar to the Google search engine. There are various vernacular codes placed in the system to expand the possibilities of the search.

An Emergency Bulletin System will also be included as a quick and immediate way for people to find out evacuation locations, places to volunteer in emergency situations, and it also lets people know the best roads to take in an evacuation.

There will be multiple call centers located in urban areas (Phoenix and Tucson) and rural communities. In the event that Arizona call centers cannot handle the large volume of calls, calls will be forwarded to out-of-state call centers.

Agencies can find out if they are on 2-1-1 by logging on once the launch has occurred. If an agency wants to join 2-1-1, they agency must meet the criteria and fill out the proper forms which are available at www.az211.gov. Most non-profits that are listed with Community Information & Referral are automatically added to 2-1-1.

Agencies were encouraged to contact John Hartsell (602) 364-4783 for further information.

Call to the Audience
There were no comments.

Announcements
There were no announcements

Adjourn
The next meeting is scheduled for June 27, 2005 in the City Council Chambers at the Avondale City Hall from 9:00-10:00am.

West Valley Human Service Alliance
Avondale City Hall, City Council Chambers
June 27, 2005, 9:00am – 11:00am

Vice-Mayor Betty Lynch, City of Avondale
Paige Garrett, Glendale Human Services Council
Richard Asmussen, APS
Joyce Lopez-Powell, VSUW
Frank Pavone, Family Advocacy center
Heather Genovese, SBH
Joanne Cacciatore, MISS Foundation
Stephanie McBride, ASCC
Julie Herman, UCP
Sylvia Sheffield, City of Avondale
Lora Aleo, Healthcare Group
Sarah Ocampo, ASCC
Dawn Wharton, AzCCE
Frank Scarpati, Community Bridges
Barbara Lamere, Youth ETC
Barbara Hill, MC HSD
Shari Lambert, DES
Sergio Escamilla, MC HSD
Helen Allenson, DES
Virginia Sturgill, MCHSD/CSD
Sonny Culbreath, City of Litchfield Park
Ted Carr, City of Surprise Special Needs Commission
Debbie Roget, Interfaith Community Care
Maxine Hill, citizen
Linda Laboria, Councilmember
 Bernadette Mills, West Valley Arts Council
Rosa Molinar, Valle del Sol
Dan Lundberg, City of Surprise
Jeff Nelson, Banner Estrella Medical Center

Eric Santiago, VSUW
Theresa Losado, Healthcare Connect
Scott Miller, City of Phoenix Public Transit
Mattie McVey, Arizona Department of Education
Deidre Ransom, DES
Stacey Young, Gila Bend Economic Development
Lynn Farmer, Town of Gila Bend
Frank Givimmelmann, TGG Holdig
Sandy Navarette, AzCADV
Kim Solazzo, DES/JOBS
Sandra Wagner, DES/CSA
Erik Strunk, City of Glendale
July Shaw, Community Legal Services
John Durbin, Alzheimer's Association
Cassie Wilkins, All Faith
Sandy Stanley, DES DDD
Debra Millette, PSA
Brenda Robbins, Value Options
Paula Wright, DES
Brent Morris, WVCCC
Sandy Reagan, SCW
Cathy Tompkins, CSSWV
Patti Cooper, ASCC
Chris te Kampe, Metro Care
Ashlee Jensen, Metro Care
Peggy Avila, IIA
Brenda Kelly, CSS
Richard Knopf, ASUW
Lorenzo Aguirre, El Mirage CAP
Eddie Caine, Maricopa County
Amy St. Peter, MAG
Teresa Franquiz, MAG

The meeting began at 9:10 a.m. Co-chairs, Council Member Betty Lynch, City of Avondale and Paige Garrett, Glendale Human Services Council, welcomed everyone and thanked them for attending the meeting. Council Member Lynch acknowledged Wickenburg as participating by teleconference. Introductions of the Steering Committee and new members ensued.

There were no comments.

Approval of the April 25th Meeting Minutes

Ms. Garrett asked if there were corrections to the minutes. There were none. Sonny Culbreath moved to accept the minutes and Sandy Reagan seconded the motion.

Update on the West Valley Mayors and Managers
Council Member Lynch reported that the West Valley Mayors and Managers are very excited about the merger and the work that is being done. She said she distributed MAG Community Surveys for the Regional Human Services Plan to the mayors and managers. They all agreed to encourage businesses to complete the surveys and to put the surveys on their own websites.

MISS Presentation
Council Member Lynch introduced Joanne Cacciatore, founder of the MISS organization, to offer a brief presentation on the activities and purpose of this organization. Council Member Lynch said the organization has been operating for ten years with over 70 chapters in the United States and a number of chapters in Europe.

Ms. Cacciatore said in Arizona alone more than 1,500 babies die in the first year, thousands more die when toddlers and many more die as teenagers. She said as a society we are better at talking about death in old people but need to talk about children dying as well. She shared that her own child died unexpectedly and as a result she was very depressed and was incapable of caring for other children. She called seven different support numbers and had suicidal ideations because she could not understand how a child could die unnoticed.

In 1996 the MISS foundation was born. Ms. Cacciatore said she had no idea that she would receive such an overwhelming response. She quit her job to run the agency which has become an important part of the community. Their website gets 1.5 million hits every month. The foundation is a 501(c)(3) agency. Their most important goal is family support, culturally competent counseling and crisis intervention. They receive referrals from police, fire, church, counselors and doctors. They offer monthly support groups by trained peers which are co- chaired by mental health providers. The MISS Foundation also has a kids camps, support groups for children and women planning pregnancy again, and funeral funds for families burying children. They work with researchers in order to prevent more deaths, educate the community, and conduct advocacy too. In doing so, they have changed policy and legislation to better provide support for children and families. They provide training and continuing education credits for professionals in the service fields.

She said it is important to understand the impact of death on children and to know how to support children in the process in order to minimize damage. The foundation provides many volunteer opportunities and has a low attrition rate. Ms. Cacciatore said people want to help others when they are on their own feet. Ms. Cacciatore shared a story about their Kindness Project. This project helps grieving families get involved in their community by donating time or money. The foundation sells kindness cards which helps families donate money in honor of their child's memory. To date they have sold more than 600,000 cards.

Planning Model Process
Ms. Garrett offered an introduction for Dr. Richard Knopf and the planning model process. She said that Dr. Richard Knopf will offer a presentation of the model that will be utilized by each subcommittee to guide their planning process through November.

Dr. Knopf asked how many people were moved by the previous presentation. One woman said it reinforces why she works with children at risk. Dr. Knopf said Ms. Cacciatore has passion and is supported by friends. He pointed to this as reminding him of the group process over the next several months. Dr. Knopf stated we are here to grow vision collectively and to precipitate action, define

targeted action items and hold each other accountable He emphasized this is not about the steering committee, the subcommittees, providers or municipalities but it is about people living in west valley. He encouraged the group to see these activities as lifting life quality, establishing vision that sets us apart, and developing healthy communities where every individual is valued. Dr. Knopf continued that we must seek creative solutions and nontraditional ways of accomplishing goals as a trajectory to growth. In our work, we can articulate the role of human services as a pillar of strength made up of people.

He reviewed the history of the movements which have synthesized into the Alliance including Valley of the Sun United Way with the West Valley Scan, DES with the Community Advisory Task Force to bring in nontraditional providers, MAG West valley Human Services Stakeholders doing asset mapping in the West Valley and faith groups, nonprofits and businesses all working to improve the quality of life from their own perspectives. Dr. Knopf reviewed the community planning model spawned in the VSUW scan as identifying the primary issues. Each subcommittee will work to answer four basic questions: what change are we trying to create, what stands in the way, what need to be done and what is plan of action. These questions all lead to implementation. Dr. Knopf then reviewed the primary issues discussed by the five groups. Community planning and development emerged with 5 issues. He said each subcommittee can identify between 1-5 primary issues. He stressed what is the core dimension along with the community vision and growth that must occur. For example, Community Planning and Development said community collaboration centers, community revitalization, economic development, arts and culture development and human services planning were their five primary themes.

Dr. Knopf said there needs to be an intentionality of strategic planning. He discussed the four questions in detail and gave examples, such as the changes seen in arts and culture change might include having local competitions in high school and recognition by local governments for local artists. He emphasized the shift from abstract theories to specific ideas that move the agenda forward. He reviewed ideas for measurable objectives such as having SMART objectives: specific, measurable, achievable, realistic and time framed. For the second question, Dr. Knopf encouraged all to think about barriers. For the third question, he said to look at strategies for overcoming each barrier and to brainstorm broadly. He offered an accountability matrix for the fourth question which lists what is to be done by who and by when. Dr. Knopf said all actions are for improving the quality of life. Council Member Lynch and Paige Garret then asked Ms. St. Peter to offer a timeline for the subcommittee work. Ms. St. Peter said the subcommittees would work through the summer to answer the four questions and report on their progress at the September Alliance meeting. A report of this information would be drafted for their review and approval at the October meeting. In November, there would be a summit to present the report to the community.

Subcommittee Progress
Council Member Lynch and Paige Garrett summarized the work of the subcommittees and asked for additional comments from the subcommittee members. There were no additional comments. In summary, in May, each of the four subcommittees met and began their work. They each considered who else should be involved and what should be done to recruit new members. They also reviewed the purpose of their group and identified next steps and a timeline. At this meeting, they encouraged each subcommittee to assess their progress in answering the four questions and determine next steps.

Call to the Audience
There were no comments.

Announcements
Ms. St. Peter explained the process for updating the MAG Regional Human Services Plan as extensively collecting input from citizens about their communities. She encouraged everyone to

participate in the surveys, focus groups and community hearings and to offer their comments in person, in writing, on the phone or by email. All materials were available at the registration table.

Council Member Lynch referred everyone to an article that appeared in the New Edition of the Arizona Republic called Southwest Valley Republic, paper about the Alliance. This article was available in their packets. She then reviewed the meeting room assignments for the subcommittee meetings.

Adjourn
The meeting adjourned at 10:00 a.m.

The next meeting of the subcommittees is scheduled for July 25, 2005 at the Avondale City Hall from 9:00-11:00am. in the following rooms:

Education: Mojave Room
Transportation: Ocotillo Room
Community Planning and Development: Mesquite
Health, Wellness and Safety: Sonoran Room

West Valley Human Service Alliance
Avondale City Hall, City Council Chambers
September 26, 2005, 9:00am – 11:00am

Vice-Mayor Betty Lynch, City of Avondale
Joyce Lopez-Powell, VSUW
Mary Lou Stevens, Eve's Place
Eddie Caine, Maricopa County
Lorenzo Aguirre, El Mirage
Deanna Semingson, City of Glendale
Bernadette Mills, West Valley Arts Council
Sylvia Sheffield, City of Avondale
Linda Laboria, Tolleson City Council
Heather Genovese, Southwest Behavioral Health
Donna Lart, ABIL
Lori Smith, Glendale Police
Jeff Nelson, Banner Estrella Medical center
Andrea Castaneda, Communities in Schools
Paula Wright, DES
Brent Morris, WVCCC
Paul Denial, New Life Center
Adrienne Howell, SW Gas
Maxine Hill, citizen
Susan Tiemeier, Maricopa County Public Health
Christina Fabian Roman, Arizona Children's Association
Sandy Reagan, Southwest Community Network
John Burk, ASU

Bob Baratko, City of Surprise
Amy St. Peter, MAG
Teresa Franquiz, MAG
Shari Lambert, DES
John Hojeboom, Community Bridges
Helen Allenson, DES
Stephanie McBride, ASCC
Betty Mathis, Wesley Community Center
Patricia DeRoss, Qwest
Barbara Hill, MCHSD/SAIL
Sandy Stanley, DES-DDD
Janet Montoya, City of Tolleson
Stacey Young, Gila Bend
Minnie Williams, DES DDD
Rosie Bosch, Alzheimer's Association
Erik Strunk, City of Glendale
Sandra Wagner, DES CCA
Brenda Robbins, Value Options
Patti Cooper, ASCC
Dawn Kavanaugh, ASCC
Janeen Gaskins, AVN
Juan Esquivez, Clinica Adelante
Lonnie Jones, NWHB
Lynn Farmer, Gila Bend
Judith Fritsch, DES
Sandy Navarette, AzCADV
Laura Foster, CEDA
Ruth Trujillo, Salvation Army
Cathy Tompkins, Catholic Social Services
Lindsay Yanko, Town of Buckeye
Scott Miller, City of Phoenix

The meeting began at 9:10 a.m. Co-chair Council Member Betty Lynch, City of Avondale welcomed everyone and thanked them for attending the meeting. Introductions of the Steering Committee and new members ensued.

There were no comments.

<u>Approval of the June 27, 2005 Meeting Minutes</u>
Council Member Lynch asked if there were corrections to the minutes. There were none. Dr. Burk offered a motion to adopt the minutes. Sylvia Sheffield seconded the motion. The group voted unanimously to adopt the minutes.

<u>Update on the West Valley Mayors and Managers</u>
Council Member Lynch reported that the West Valley Mayors and Managers are very excited about the merger and the work that is being done. She said there as no new news to report but that she would keep the Alliance updated.

Subcommittee Progress

Co-chair Council Member Lynch offered a brief overall update on the progress of the four subcommittees. She said the subcommittees will meet directly after the Alliance meeting until 11:00 a.m. The subcommittees have been working since June to answer four basic questions: what is the desired change, what stands in the way of success, what we will do to make the desired change occur and what the action plan is. She offered the following updates from each subcommittee:

- The *Community Planning and Development Subcommittee* is collaborating with the West Valley Arts Council to address planning issues.
- The *Education Subcommittee* is focusing on bilingual education in the areas of early childhood development, kindergarten through 12th grade and adult learning."
- *The Health, Wellness and Safety Subcommittee* has formed four work groups to address child and adult care, safety in terms of drug abuse and domestic violence, physical and mental health through the medical work group and housing.
- The *Transportation Subcommittee* is focused on increasing coordination between various efforts and raising awareness about these efforts while focusing on transit.

Council Member Lynch then asked if there were any questions and if the subcommittee chairs would like to add any additional information. There were no questions or other updates given. Sandra Reagan offered a motion to approve the activities of the subcommittees. Lorenzo Aguirre seconded the motion and the Alliance voted to approve the activities of the subcommittees.

Summit Update

Joyce Lopez Powell offered a brief update on plans for the summit. The summit will present the work of the Alliance to the community and funders. Ms. Lopez Powell reviewed the activities of the West Valley Human Services Scan as beginning with data collection through community impact forums. These forums focused on ways to improve the lives of West Valley residents. The product of that activity resulted in a report launched in March 2005. Since then, VSUW has received very favorable feedback about the report and activities. Similar themes have been identified by other groups like WESTMARC. The community planning model has been adopted by the Alliance. The work of the Alliance has continued through this organization and model. Ms. Lopez Powell said the Alliance will report on progress made to the community in the summit in February. She said this is a great opportunity to highlight the collaborations that have developed through this process. Ms. Lopez Powell referred to the Transportation Subcommittee as a great example of the partnerships and good working environment.

The summit will be held on February 16, 2006 at the ASU West campus. This summit will include reports to the funding community on improving the quality of life for West Valley residents. Ms. Lopez Powell said the funders are very excited about this work due to the emphasis on collaborations. This will offer the Alliance an opportunity to tell funders what projects need their support. The final report will reflect the work not just of the Alliance members, but of all groups within the community. Ms. Lopez Powell referred the group to the timeline in the handout. In October, the subcommittees will offer strategy reports. In November and December, the subcommittees will refine their reports. In January, the final report will be finalized with the presentation scheduled for February.

Eric Strunk asked if the West Valley Managers and Mayors would be briefed about the report before the summit in February. He encouraged the Alliance to do so. Council Member Lynch said the mayors and

managers get an update every month. Ms. Lopez Powell asked that everyone invite others to take part in this process and to be as inclusive as possible.

Ms. Lopez Powell introduced Dr. John Burk as being a great supporter of this process with ASU. Dr. Burk thanked everyone for attending the meeting and putting effort into this work. He referred to the four questions as the framework for the subcommittees to complete their reports in preparation for the summit. Dr. Burk walked through the handouts with the group. The strategy report template is available as a tool for the subcommittee chairs to report on their progress. The guiding principle is "less is more." Each subcommittee is encouraged to identify three primary issues even though there may be many more issues that are relevant to the community. Each of the primary issues will be driven by the questions listed on the template. Targeted change will be addressed for each of the primary issues. The "SMART" framework will be used to define the action steps for these issues. The goals will need to be specific. Barriers will be identified as well as strategies to resolve the barriers. Cost should be addressed in terms of human, fiscal and time elements. The action plan will identify who will do what by when. A matrix will summarize this information. Dr. Burk asked that each subcommittee identify the first primary issue at today's subcommittee meetings.

Dr. Burk referred to the macro and micro issues that will reflect the voices of the community. This is included in the handout as a reference. He encouraged the subcommittees to use their minutes as a reference as well. The other guiding principle is "choose the fewest strategies that will produce the biggest result at the least cost." Other strategies are included on the last page of the handout. The subcommittee chairs will be asked to be the "task master" and go through the template and identify one primary issue. They will be asked to report on their progress at the next Steering Committee. Ms. Lopez Powell urged the subcommittees to stay true to the voices from the original community impact forums. The Alliance will not end with the summit because there will still be work remaining. She referred to MAG's Human Services Plan as identifying additional issues to be addressed.

Ms. Lopez Powell said the subcommittees have divided their issues in different ways. In total, each subcommittee will report on three primary issues, but they are asked to identify just one at today's meeting. The template has been provided as a tool to make reporting on the primary issues easier. Ms. Lopez Powell referred to the targeted change as being an arrow that identifies what can be changed now. The impact might be long lasting, but it is also immediate. The change might not be difficult but may have a significant impact, like the changing the service delivery hours of an agency to better accommodate the needs of their clients.

Council Member Lynch thanked Ms. Lopez Powell for her presentation. She referred to the origins of the group as beginning with the request from the West Valley Mayors and Managers to address issues in the West Valley. She eagerly anticipates the future work of the Alliance.

<u>Collaboration Presentation</u>
Co-chair Paige Garrett was scheduled to offer a presentation on developing and maintaining successful collaborations, but was not available to do so. This item was postponed in her absence. Council Member Lynch said Ms. Garrett is case managing thirty evacuee families and could not attend the meeting today.

Announcements

Teresa Franquiz announced a press conference on September 28, 2005 at the City of Phoenix Family Advocacy Center to highlight the activities during October, Domestic Violence Awareness Month. Ms. Franquiz encouraged all to attend this event. Council Member Lynch encouraged all to attend the Employers Against Domestic Violence Training on October 6th as well.

Susan Tiemeier, Maricopa County Public Health Department, announced the grand opening of the 15th WIC clinic in Glendale

Rosie Bosch, Alzheimer's Association announced a walk to support their agency.

Lorenzo Aguirre, El Mirage announced an activity during Domestic Violence Awareness Month as the following: October 8th, Saturday, Catholic Social Services will host a vigil for domestic violence victims. He said last year 200 people came. He said the vigil would begin at dusk or about 5:30 p.m. and that all were welcome to attend.

Christy Herron, Victim Advocate with the Avondale Police Department, said they are having activities during Domestic Violence Awareness month as well. These include a bowlathon on October 8th, a booth at the Women's Expo on October 15th, a golf tournament on October 23rd, and a candle light vigil on October 28th. She said there were lot of events in October and referred people to the city website to get more details.

Arizona Children's Association announced new parenting groups focusing on substance abuse prevention. The group runs for six weeks and is free. They are also pairing up adults age 55 and older with youth to act as mentors. For more information, people can call 623.202.5771.

Council Member Lynch said the Alliance Steering Committee is working with New Life Shelter to add 40 new beds which will make them the largest shelter in country. She stated such collaborations are important. Council Member Lynch also said she is working with someone to open a new homeless shelter in the West Valley. The same person also wants to open shelters in Central Phoenix and the East Valley.

Adjourn

The meeting adjourned at 9:50 a.m. Council Member Lynch thanked all for attending and said the group will probably meet briefly in October before the subcommittee meetings. She referred the group to the room assignments for the subcommittee meetings.

The next meeting of the subcommittees is scheduled for October 24, 2005 at the Avondale City Hall from 9:00-11:00am. in the following rooms:

Education: Mojave Room
Transportation: Joshua Tree Room
Community Planning and Development: Mesquite
Health, Wellness and Safety: Sonoran Room

West Valley Human Services Alliance Meeting Minutes

January 23, 2006, 9:00 a.m.-10:00 a.m.
Avondale City Hall, Council Chambers

Councilmember Betty Lynch, City of Avondale
Joyce Lopez-Powell, VSUW
Sandy Reagan, Southwest Community Network
John Burk, ASU West campus
Enrique Vargas, AZCA Nuestra Familia
Julie Richard, WVAC
Rhonda Bowman, CISA
Judith Fritsch, ADES
Janet Olson, APECA
Brenda Robbins, ADHS
Danah Flanagan, Prehab of Arizona
Sandra Wagner, DES/CSA
Sandra Reagan, SCW
Judy Shaw, CLS
Christy Herrdu, AVPD
S.M. McBride, ASCC
Heather Genovese, SBH
Sylvia Sheffield, City of Avondale
Laura Foster, CEDA
Brian Spicker, VSUW
Minnie Williams, DES-DDD
Ted Carr, Resident of Surprise
Susan Tiemier, Maricopa County Public Health, WIC
Denise Lopez, Youth E.T.C.
Rosie Bosch, Alzheimer's Association
Dawn Wharton, AZCCE
Vivian Diaz, M Housing
Julie Herman, UCP
Erik Strunk, City of Glendale
Nevy Davila, Community

Carroll Klein, Habitat- West Valley
Michelle Lewis, Association for Supportive Child Care
Dawn Kavanaugh, ASCL
Bob Baratko, Surprise
Dave Golder, Surprise
Dan Lundberg, Surprise
Terry McPeters, Healthcare Connect
Cindy Saverino, Interfaith Community Care
Virginia Sturgill, Maricopa County Human Services
Juan Esquivez, Clinica Adelante
Paul Denial, New Life Center
Eric Santiago, VSUW
Mattie McVey Lord, ADE
Lisa Eddington, Clinica Adelante
Renae Tenney, ASU
Deanna Ortiz, Glendale Parks and Recreation
Lonnie Jones, Healthy Mothers Healthy Babies
B. Morris, WVCCC
Shari Lambert, DES
Sharon Graham, Upward Foundation
Maxine Hill, Community
Scott Miller, City of Phoenix
Jeff Nelson, Banner Estrella Medical Center
Sharalyn Hahare, SWV Chamber
Cathy Tompkin, Catholic Charities
Christina F. Roman, Community

1. Call to Order and Introductions
The meeting was called to order by co-chairs Councilmember Lynch and Paige Garrett at 9:15 a.m. Ms. Garrett recognized the Steering Committee members. Councilmember Lynch asked new people to introduce themselves. Introductions ensued. Councilmember Lynch encouraged everyone to continue to recruit new members to ensure the Alliance is a strong grass roots effort.

2. Call to the Audience
Councilmember Lynch asked if any members of the audience would like to make a statement. There were none.

3. Approval of the September 26, 2005 Meeting Minutes
Lonnie Jones asked that her affiliation from the last minutes be corrected to read "Healthy Mothers Healthy Babies." Dr. John Burk motioned to approve the minutes as corrected. Ms. Jones seconded the motion. All voted in favor and the motion was approved unanimously.

4. West Valley Mayors and Managers Meeting Update
Councilmember Lynch said the West Valley mayors and managers are very excited about work of the Alliance and will all attend the summit.

5. Subcommittee Progress
Co-chairs Councilmember Lynch and Paige Garrett offered a brief overall update on the progress of the four subcommittees. Ms. Garrett said that each subcommittee has prepared strategies to address concerns in each of the five main areas: health, wellness and safety; transportation; education; community planning and development; and communication and collaboration. Councilmember Lynch added that these proposed projects will offer concrete actions that can be undertaken to offer resources and create positive change. The projects will be presented at the summit in attempt to engage funders and the community.

6. Summit Update
Councilmember Lynch introduced Dr. John Burk to present more information about the projects as well as the general plan for the summit in February. She said this event is an exciting opportunity to showcase the efforts of the Alliance and to present plans for improving the quality of life for West Valley residents.

Dr. John Burk presented information on plans for the summit. He thanked the Alliance for their work and this opportunity to create meaningful change. Dr. Burk said the summit is being presented in partnership between the Alliance, VSUW, ASUW and the Stardust Foundation along with the residents of the West Valley. He led the membership through the summit agenda and explained the different components. Each subcommittee will have the opportunity to engage participants in a dialogue about the projects proposed. Dr. Burk explained the break out sessions will allow for more detail about the projects to be shared. Funders will be in attendance which may result in support being given for the new projects. Community members will also be in attendance to hear about the progress made since the West Valley Community Scan. After the break out sessions, a community feedback panel will offer comments on the proposed projects. The panel will be broad based to reflect the diverse community. Speakers from the Stardust Foundation and VSUW will follow the panel. The Alliance co-chairs will close the event with a description of future directions for the Alliance.

Dr. Burk referred the membership to the summit report. He stated the report will be posted on the VSUW website as a follow-up document to the Scan. The document contains all the minutes from the Alliance meetings as a record of activity and participation. The Executive Summary offers a brief description of the full report and will be used as a handout during the break out sessions. He said the two reports are in draft form and feedback is welcome. Dr. Burk then referred the group to the templates

developed for each subcommittee. The templates reflect the projects proposed. He asked that each subcommittee confirm their presenters and add detail about the projects for the power point presentation templates. Each subcommittee also needs to choose which project they would like to present at the summit. All three proposed projects will still be featured in the executive summary.

On February 10th, there will be a dress rehearsal from 10:00 a.m.-12:00 p.m. This is required for all presenters. The presenters will meet in the College of Human Services lobby in the FAB Building. Dr. Burk said the Steering Committee will finalize the documents at their February meeting.

Dr. Burk presented the Health, Wellness and Safety template as an example. He stated the final template will be formatted by VSUW. Dr. Burk emphasized that each subcommittee needs to choose which projects will be proposed the day of the summit. Detail about targeted change needs to be added to the templates. Dr. Burk asked the subcommittees to think broadly about needed resources and not just money. Judith Fritsch asked that the subcommittees remember that community people may ask questions if they have not been involved in the process. Councilmember Lynch asked that all the projects remain in the packet in order to educate the public.

6. Announcements
Cathy Tompkins said the name of Catholic Social Services has changed to Catholic Charities.

Joyce Lopez Powell said the e-vite to summit went out on Friday and that hard copy invitations were mailed Friday as well.

The Arizona Children's Association introduced new staff member Enrique Vargas.

Councilmember Lynch reminded everyone that the template presentation would be in the rooms for the subcommittee meetings and that detail needs to be added today and returned to Dr. Burk. She said the February 10th dress rehearsal is extremely important for all speakers to participate in. She concluded by saying that the steering committee will hold its final meeting on February 13th and that they would need the entire committee to be present.

7. Adjourn
Councilmember Lynch thanked everyone for attending the meeting and encouraged all to remain for the subcommittee meetings. The Alliance will continue after the summit. She referred everyone to the meeting rooms for the subcommittee meetings following the ten-minute break.   Ms. Garrett thanked everyone for attending and announced the next meeting on April 24, 2006 at Avondale City Hall.

The meeting adjourned at 9:55 a.m.

Appendix B: Executive Summary

Insert Final Executive Summary.